



Capacity Building and Change Management Program II

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LIST OF ACRONYMS

AAEP-II:	Afghanistan Agricultural Extension Project-II
AUAF:	American University of Afghanistan
CBCMP-II:	Capacity Building and Change Management Program-II
CBR:	Capacity Building for Results
CHAMP:	Commercial Horticulture and Agricultural Marketing Program
CMS:	Change Management Specialist
DAIL:	Directorate Agriculture, Irrigation, and Livestock
DAO:	District Administrative Office
DG:	Director General
HED:	Home Economy Directorate
ICMA:	International City/County Management Association
ICT:	Information and Communication Technology
IESC:	International Executive Service Corps
MAIL:	Ministry of Agriculture, Irrigation, and Livestock
MCN:	Ministry of Counter Narcotics
MIS:	Management Information Systems
MoF:	Ministry of Finance
MoWA:	Ministry of Women's Affairs
NADF:	National Agriculture Development Framework
NRM:	National Resource Management
OCA:	Organizational Capacity Assessment
OCAT:	Organizational Capacity Assessment Tool
OFM:	Office of Financial Management
PFM:	Public Financial Management
PMP:	Performance management plan
RADP:	Regional Agricultural Development Program
SPCMS:	Senior Provincial Change Management Specialist
STTA:	Short-term technical assistance
USAID:	United States Agency for International Development
USDA:	United States Department of Agriculture
USG:	United States Government
VEGA:	Volunteers for Economic Growth Alliance
WAWG:	Women in Agriculture Working Group
WB:	World Bank



PROGRAM OVERVIEW

The Capacity Building and Change Management Program-II (CBCMP-II) is strengthening the human and institutional capacity of Afghanistan's Ministry of Agriculture, Irrigation and Livestock (MAIL). It also works to strengthen the linkages between MAIL and the provincial Directorates of Agriculture, Irrigation and Livestock (DAIL) and provide support to the DAILs to effectively deliver agricultural public services to farmers and herders. The program focuses on key administrative and technical directorates within the ministry headquarters, 20 provincial DAILs, and 50 district offices in Afghanistan's agricultural regions.

This three-year USAID funded program commenced on July 9, 2014 and is implemented under the Volunteers for Economic Growth Alliance Leader with Associate Award by the International Executive Service Corps and the International City/County Management Association. The program builds on a previous USDA activity that finished in June 30, 2014.

With the new National Unity Government inaugurated in the fall of 2014, President Ashraf Ghani outlined his broad vision for realizing self-reliance through joint efforts with donors to increase Afghan-led development. CBCMP-II directly addresses President Ghani's concern through the use of the change management model of technical assistance, embedding Afghan change management specialists (CMS) within MAIL and DAILs to provide coaching, mentoring, and on-the-job training to civil service counterparts.

Designed to help modernize MAIL from within, CBCMP-II uses CMSs to work in key administrative and technical offices to modernize their systems and enhance the overall service delivery capability of the institution. Procurement, human resources, inventory, and financial management systems are now automated and under the process of connecting to the DAILs. Sustainability is enhanced by ensuring that civil servants have computer skills and internet access to manage these systems.

CBCMP-II KEY PERSONNEL

- **Brian Rudert,**
Chief of Party
- **Noor Seddiq,**
Deputy Chief of Party, Public Finance and Expenditure Management Expert
- **Maliz Khan Abbasi***
Acting Institutional Building Expert
- **Patricia Henao**
Director of Monitoring and Evaluation
- **Andja Cosic**
Director of Communications

**Recruitment in-progress*

EXECUTIVE SUMMARY

The systematic and tailored capacity building efforts undertaken by CBCMP-I and CBCMP-II transformed MAIL into a dynamic institution recognized by donors as one that is able to manage and align with their long-term funding interventions, such as World Bank's Capacity Building for Results (CBR) program that aims at mitigating high turnover of the civil servants on key positions. Of all government's ministries, MAIL was assigned the highest number (331) of CBR positions, and only MAIL and the Ministry of Communication and Technology fulfilled the CBR highest-grade criteria.

MAIL finance procedures and systems are improved to the level that reporting to the Ministry of Finance is provided on time and in the format compatible with that ministry's requirements. Comprehensive trainings in budget preparation and execution resulted in both, increased budget allocation and budget execution rate, which almost doubled reaching close to 70 percent recently.

MAIL's 15 key Directorates taken crucial steps to align their structure and policies with the increased stakeholders demands (list of the Directorates supported by CBCMP-II is available as Annex 1). Their

staff are now skilled enough to develop annual work plans and to monitor and provide feedback on their implementation.

Ministry's extension services were carefully assessed during CBCMP-II year one and tailored action plans are developed to address farmers and herders needs.

Standardized procedures and new, modern administrative systems are being rolled out to the 34 provincial MAIL offices (DAILS) through increased internet connectivity. MAIL is connected to the internet via a fiber optic backbone with 15Mbps dedicated bandwidth distributed to 700 MAIL civil servants using CBCMP-I introduced e-attendance, budget preparation and expenditure tracking database, Afghanistan Financial Management Information System, Procurement Management Information System (PMIS), and a database for tracking MAIL property assets. All 34 provincial MAIL offices have internet connection and exchange information with MAIL on a daily basis. A total of 13 DAILS have internet connection through Afghan telecom VIMAX services with 2 Mb dedicated internet for each respective DAIL.

CBCMP-II has five primary objectives and actual achievements versus planned activities are presented in detail in the main body of this report. The CBCMP-II objectives are proving useful at helping MAIL get it “right” and develop a strategic vision with the potential to facilitate a critical agricultural sector growth rate increase and at the same time have the capacity to implement it. Prioritization is key as demands for limited MAIL resources are great and choices need to be made on where to invest scarce resources.

The primary constraint CBCMP-II faced during the year was the delay in naming a new Minister. In his November 2014 farewell speech, Minister Rahimi mentioned CBCMP as the most effective program embedded within MAIL and DAILS, contributing to human and institutional capacity building of MAIL at the national and sub national levels. He mentioned that MAIL is now the third best connected and well equipped ministry after the President’s office and Ministry of Communication and Information Technologies as a result of the successful CBCMP-I effort to connect MAIL to the fiber optic network.

After the departure of Minister Rahimi, there was a five-month gap until Assadullah Zamir was named Minister of Agriculture on April 18, 2015. One of Minister Zamir’s first actions was to develop a 100-day priority plan for MAIL produced with the assistance of CBCMP-II CMSs posted at a number of directorates. The new Minister’s strategic vision for MAIL is to focus on priority crops and how to support them with the appropriate inputs, technology, and financing to increase aggregate growth. CBCMP CMSs are also helping MAIL advance with developing national programs for irrigation/on farm water management, horticulture and high value crops, and wheat (which includes the strategic grain reserve).

CBCMP-II facilitated a series of meetings between the minister’s advisor for coordination and RADPs’ representatives in September 2015. These meetings resulted in the establishment of a RADP steering committee and technical teams charged with aligning RADPs’ activities with MAIL’s effort to move beyond piece meal project assistance to a systematic program approach. The minister requested USAID support for his four principal strategies for MAIL, which are to strengthen policy and strategy development, move from a project to a program approach, institutional transformation, and more effective program coordination with partners. A fundamental part of President Ghani’ strategy is realizing a self-reliance and Afghan-led development goal. This demands ministries play a much stronger coordination role and ensure the alignment of currently uncoordinated and duplicative donor-funded programs with Afghan priorities.

CBCMP-II made some significant accomplishments during the fourth quarter. The program continued to support MAIL in articulating institutional needs to donors, including studies, assessments, and coordination meetings. As a result, donors reported receiving consistent feedback from MAIL that enables them to design projects carefully tailored to the needs of their beneficiaries—the farmers and herders of Afghanistan. Additionally, CBCMP-II expanded the e-attendance and reporting system, which are now installed in 14 DAILS, eight of which are operational.

As part of program’s ongoing capacity building efforts, CBCMP-II administered formal M&E trainings to 25 civil servants and an online USAID M&E certification course to nine M&E directorate staff to increase

their knowledge of M&E fundamentals. A notable program achievement in the past quarter was standardizing of training modules through 20 DAILs and provision of training of trainers to all change management agents to create consistency in knowledge and practice. The training modules included topics such as budget preparation and execution, financial management, four-pillar methodology, and internal audit. A full list of training modules provided to civil servants is available in Annex 2.

As CBCMP-II goes into its second year, the program aims to continue building on this momentum. The program is optimistic of MAIL's ability to take a proactive and knowledgeable approach in coordinating donor funds and projects; linking MAIL research capacities with extension workers at the provincial level; strengthening civil servants' abilities to monitor and evaluate MAIL activities; and, improving the ministry's audit processes and systems.

MAJOR PROGRAM ACCOMPLISHMENTS

At the request of USAID, this report summarizes accomplishments impact along three time frames – the impact of CBCMP-I during the first phase (2010 to 2013), impact of CBCMP-II to date, and impact of CBCMP-II during the previous quarter (July to September 2015).

Impact of CBCMP (2010-2013): The initial CBCMP, administered by the USDA, dramatically improved MAIL's capacity to manage human, financial, physical, and donor resources. MAIL became better equipped to deliver services to Afghanistan's farmers and herders. The program enhanced performance, capacity, and accountability among civil servants through the introduction and upgrade of systems (e.g. internet bandwidth at MAIL increased 253 percent over the life of the project) and by providing rigorous administrative and technical training. CBCMP directly contributed to stronger planning and budgeting processes that resulted in an increase in the disbursement of MAIL's development assistance budget to sub-national levels, from 27 percent to 68 percent. More significantly, CBCMP was tailored to the needs and targets of MAIL and the Afghan government and aligned with larger development goals for the future stability of Afghanistan.

Impact of CBCMP-II to date (July 2014–present): To continue building on the successes of CBCMP-I, in July 2014 USAID awarded the three-year CBCMP-II Program to the VEGA Alliance and the original implementing team of IESC and ICMA. With the strong connections and internal structures built by the first program, CBCMP-II began work immediately to further the standardization of MAIL's communications, policies, and training and to work closely with civil servants on assessment and revisions of existing systems. Establishing standards across the ministry has not only helped with more consistent service delivery to clients, but also fostered a sense of unity among civil servants.

CBCMP-II introduced a coordination framework that helped MAIL significantly improve internal communication between the research and extension functions. CBCMP-II has also made progress in facilitating effective coordination between MAIL and international donors, fostering synergy that will improve service delivery at the district level, intensify the impact of technical assistance, and reduce the risk of duplicating efforts. MAIL's successful coordination with the Afghanistan Agricultural Extension Project II (AAEP-II) and other programs operating in the agriculture space serves as an evidence of this progress.



"There is no other thing in this country that is more important than agriculture," said President Ashraf Ghani at the opening of AgFair 2015.

The program rolled out a modified Organizational Capacity Assessment Tool (OCAT) to identify and analyze the needs of MAIL and selected DAILs. The OCA is a USAID Human Institutional Capacity Development (HICD) tool that results in an agreed action plan that maps priority areas and the actions the organization will take to address problems or gaps. The critical aspect is for the organization (MAIL Directorates and DAILs) to take the lead in identifying these actions, and have ownership of the planned changes to systems and processes. Covering 20 provincial DAILs and 15 MAIL directorates, the assessment identified a set of priorities for improvement that served as a basis for developing customized action plans for participatory capacity building. Identified priorities include increased ability to the following: produce high quality project proposals for MAIL or donors to fund, redesign and clarify vision, mission statements, and structure of DAILs, further improve its policies and procedures, take advantage of enhanced internet connectivity, maintain better inventory control, and more efficiently manage human resources.

Increasing standardization and establishing clear priorities have allowed MAIL to continually grow its collaboration with the donor community and allocate donor resources where they are most needed.

The program's first year achievements are summarized below. Additional details are included in the body of the report:

- Increased access to information and communication technologies (ICT) to enhance administrative improvements, including finance and accounting system Budget Preparation and Expenditure Tracking Database, e-attendance and payroll, internal audit, M&E. Now 20 DAOs have access to computers, 14 DAILs have access to new technologies with e-attendance, The number of DAIL employees that are using computers and internet increased by over 25 percent;
- At provincial level, the program provided ICT equipment and Office furniture for 20 DAOs.
- At National and provincial level, CBCMP-II supported Process mapping and process simplification, and developed guidebook for Public Financial Management (PFM).
- CBCMP-II fully implemented targeted 7 out of 24 Ernst and Young recommendations.
- The Organizational Capacity Assessment (OCA) was successfully introduced to MAIL and DAILs measuring six crucial criteria: governance, administration, human resources management, financial management, organizational management and performance management. OCA baseline was used to develop action plans for year one in all 20 DAILs.
- CBCMP-II continued expanding modern administration and management systems that were institutionalized at key MAIL Directorates and selected DAILs under CBCMP-I, to the Provincial DIALs. Systems include electronic-attendance system; automated finance and accounting system; MPULSE asset management and inventory system; increased internet bandwidth; and, automated workforce management system. These systems are fully managed by MAIL civil servants and maintenance/upgrade costs covered by MAIL's budget.
- CMSs assisted DAILs civil servants in preparation of 16 high quality proposals that were submitted to MAIL and donors. To date three proposals are already funded and others are under approval process. For additional information, see table 4.
- For the first time, support to extension staff in provinces included creative ICT tools, such as Facebook or Google Plus to receive and answer questions regarding specific extension practices or issues.
- CBCMP-II hired a well-educated and highly qualified CMS to support MAIL donor mapping and coordination efforts and results are already visible though improved coordination with RADPs and through reviving the JICA created Sector Wide Coordination Mechanism (SWCM).
- For the first time, a Strategy on Women in Agriculture and Enterprise Skills was drafted at the Ministry level. CBCMP-II gender specialist initiated and coordinated efforts with the MAIL Home Economy, Private Sector, Extension Directorate and other relevant directorates to draft the strategy, which is currently going through the approval process in the minister's office.
- CBCMP-II gender specialist initiated and has been providing ongoing guidance and technical support for the joint advocacy efforts among MAIL, Ministry of Women Affairs, Ministry of Rural Rehabilitation and Development, Ministry of Counter Narcotics, USAID-funded projects, UN-

funded projects, World Bank funded projects, and other MAIL partners on gender issues related to agriculture.

- CBCMP-II assisted the MAIL Home Economy Directorate to develop a project proposal that summarizes concrete activities of Women in Agriculture Strategy. The proposal was presented to the First Lady of Afghanistan and at the end of the reporting period, we learned that proposal may attract up to 18 million USD to fund its activities from the Afghan government.
- CBCMP-II administered formal, in-person M&E trainings to 25 civil servants and offered a USAID-designed online M&E certification course to nine M&E directorate staff, to increase their knowledge of M&E fundamentals. The program also standardized all training modules and provided training of trainers to all CMSs to create consistency in knowledge and practice.

Objective 1: Strengthen support functions in critical directorates at MAIL: finance and administration, monitoring and evaluation, procurement and contracts, and administration and human resources

1a. Human resource capacity of civil servants in MAIL increased (Sub-IR 1.1)

CBCMP-II conducted Organization Capacity Assessment (OCA) of selected directorates of MAIL and DAILs to identify the capacity gaps. Based on the OCA findings, CBCMP-II assisted MAIL civil servants to develop an action plan for each directorate in order to address the gaps and enable MAIL directorates and civil servants to perform their job in a more efficient, effective and professional manner.

The main focus of the year one Work Plan was to introduce new systems, develop guide books, training modules, map and simplify processes, guide staff on implementation of policies and procedures, and develop manuals for daily use and guidance of civil servants.

Under CBCMP-II, all CMSs are embedded within targeted directorates. They were tasked to design and deliver both on the job trainings (coaching and mentoring) and formal trainings on the different topics related to each targeted directorate.

The targeted directorates of MAIL under objective one of the CBCMP-II project are:

- Finance and Accounting;
- Procurement/contract management;
- Internal Audit;
- Monitoring and Evaluation (M&E);
- Communication and information technology-computer usage;
- Provincial affairs;
- Human Resources (HR); and,
- Administration.

Activity 1: Improve institutional and human capacity in public administration/human resources management

CBCMP-II was looking to establish public administration certification program with the support of local university or institution of higher education. We believe that the certification will equip both civil servants and CMSs with public administration knowledge, so that MAIL will manage its human and financial management systems more efficiently at national and sub-national level. Only the American University of Afghanistan (AUAF) provides the certification. It consists of 14 courses. Considering constraints regarding English language, high cost, and duration of the course, CBCMP-II decided to shift the activity from international certification to local certification and/or one-year diploma program.

To ensure that each MAIL and DAIL organizational unit receive targeted trainings and tailored set of instructions, CBCMP-II developed specific, uniform and standardized training modules. CMSs undertook a two-day workshop in Kabul to introduce improved methodology. Standardized training materials were distributed to all CMSs. Detailed list of the training modules provided to civil servants is available in Annex 2.

The link between knowledge management and obtaining new knowledge in the Ag sector and English language is well known and understood by MAIL leadership and majority of its civil servants at MAIL and the DAILs. Based on the approved work plan, CBCMP-II is tasked with providing English language classes to civil servants at MAIL. CBCMP-II contracted The American University of Afghanistan (AUAF) to conduct basic and intermediate English language classes. AUAF conducted language skills assessment and tested close to 300 civil servants to identify level of English language comprehension. Based on the assessment, AUAF offered five different levels of English courses to the top 100 civil servants at MAIL. All five classes are still in session and will be completed in Q2 of FY 2016.

Activity 2: Improve capacity in public finance and expenditure management

This activity is related to both Finance and Accounting Directorate and Procurement Directorate to improve their human and institutional capacity so they can deliver better and on time financial services at the national and sub-national levels.

In the Finance and Accounting Directorates of MAIL, CBCMP-II CMSs managed to review the current ToRs of the six Directorate's units in order to make them more functional. Considering the functions of each unit, certain gaps were identified which required process mapping and development of a financial management guidebook. Both were developed by CMSs and important processes were simplified. See Annex 3, process map for Admin Directorate.

CMSs working in the directorates developed different sessions for providing on the job trainings for the assigned and targeted civil servants. The training topics were related to understanding and creating financial forms, budget formulation, database and computer usage, financial reports, variance reports, and use of Skype communication channels.

The Ministry of Finance instructed some of the key ministries, including MAIL, to establish internal budget committees. CBCMP-II CMSs established and operationalized a sound internal budget committee to review and make necessary decisions related to budget formulation, budget execution, and contract management issues.

One of the overarching aims of the project is to empower civil servants to take more responsibilities from contracted staff and perform their daily duties regularly and professionally. Through coaching and mentoring by CMSs, civil servants are now able to review most of financial and procurement documents of nondiscretionary projects (donor funded projects).

One of the main achievements for the finance CMSs in the last quarter was the provision of technical assistance to the Finance and Accounting Directorate in the developing a three year budget using the new program budgeting system, which was approved by Ministry of Finance and is now under review by the Afghan Parliament for approval.



Budget formulation training at MAIL

Activity 3: Improve capacity of administration services and facilities management

During the last quarter, a needs assessment survey was conducted in the Administration Directorate of MAIL to raise the level of capacity and obtain a better understanding of Administration Directorate's function. During the assessment survey, all Directorate's activities were mapped and a detailed report was provided to Deputy Minister for Administration and Finance to address areas for process simplification.

At the MAIL level there has been lack of clarity regarding the ownership of inventory and asset management (see Annex 4) functions. CBCMP-II provided necessary guidance to MAIL senior management and suggested that inventory and assets management unit be shifted from the Procurement Directorate to Administration Directorate because of inherent conflicts of interest. It

would be better if the warehouse were managed independently of all directorates and that it report directly to Deputy Minister of Finance and Administration. Initial discussions are in process and CBCMP-II managed to hire both an inventory CMS to manage the MPULSE database, both at the national and sub national level; and an administration CMS to work closely with the Administration Directorate on facilities and transport.

Activity 4: Improve capacity in information and communication technology

After almost five years of commitment to CBCMP-I and CBCMP-II, ICT CMS Jan Mohammad was able to successfully transfer the full responsibility for Ministry's ICT system to his civil servants counterparts. The handover ceremony was held in September. MAIL ICT Directorate is now capacitated to manage and further develop Ministry's ICT system.

CBCMP-II program goal is to enable better coordination and communication between the MAIL, DAILs, and DAOs, therefore CBCMP-II piloted a video conferencing system between MAIL, the Minister's Office, and one of DAILs to test continuous communication. An ICT CMS also managed to develop official e-mail IDs for civil servants and train ICT staff on the server and network configuration and maintenance.

Activity 5: Improve capacity in internal audit, risk management, and compliance

In the reporting quarter, CBCMP-II purchased and installed internal audit software for the Internal Audit Directorate (IAD) of MAIL and provided a detailed training to internal audit CMS and civil servants system use for internal auditing and reporting purposes.

Based on the OCA findings, the internal audit process did not meet the Internal Audit Association's requirements of standard internal audit practice; therefore, the internal audit CMS developed and simplified the internal audit process, which is currently under review of MAIL management.

Based on the good governance requirement, the IAD prepared a charter that identifies the scopes, authorizations, and responsibilities of IAD and shared it with the relevant directorates. During year one, Herat and Mazar held audits based on the new developed standard.

Activity 6: Improve capacity in monitoring and evaluation

In April 2015, CMSs delivered two formal M&E training to 25 civil servants, covering in detail the fundamentals of M&E and specific practical examples from the context of Afghanistan, particularly MAIL. At the end of year one a formal "Beyond the basic" tailored training was solicited. After a Training Needs Assessment, the training material will be adjusted and translated. This 40-hour training will cover M&E concepts, tools, sampling, statistics, evaluation, ethical procedures, data collection, data entry, analysis and systems. It will include the following methodologies: lectures/presentations; group works; mock sessions; monitoring visits; class work and homework.

The CMSs embedded at the M&E directorate continued providing coaching and mentoring to the civil servants based on the previously identified training needs. During the reporting period, six civil servants received more than 100 hours of on the job training in the following M&E areas: 1) five characteristics of Monitoring and Evaluation, 2) results framework and M&E matrix 3) use of M&E data, and 4) communication and reporting.

CBCMP-II M&E team has also developed a draft version of a standard mandate for the M&E Directorate. Likewise, it supported the development of Hundred Days Monitoring Plan and revision, update and



ICT Director Rahim Stanikzai delivering appreciation certificate to CBCMP-II CMS Jan Mohammad

design of monitoring and administrative formats. M&E CMS supported the directorate in preparing high quality terms of references for five CBR positions including Director and four unit heads.

1b. Relevant Ernst & Young and Office of Financial Management recommendations fully established and implemented (Sub-IR 1.2)

Activity 1: Improve overall capacity in MAIL governance

From the start of CBCMP-II, the program team identified the opportunity to address recommendations made by Ernst and Young (E&Y) under phase one of CBCMP and USAID's Office of Financial Management (OFM). These recommendations were the result of USDA and USAID assessments of the MAIL Finance and Administration Directorates and include the following areas: Corporate Governance Structure and Control Environment, Financial Management, Budgeting and Accounting Systems, Personnel Policies and Procedures, Procurement and Purchasing Systems, and Programmatic Management and Monitoring. During year one, CBCMP-II worked with MAIL and 20 DAILs to address eight recommendations out of 24. As per year one work plan target, seven recommendations are completely addressed and implemented. Implemented recommendations are highlighted in Annex 5.

Objective 2: Strengthen provincial DAILs' capacity to prioritize, plan, budget, and secure approval and resources to support extension services by DAILs and DAOs

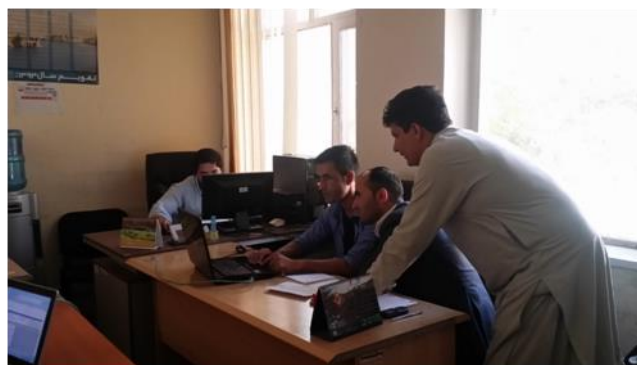
2a. Human resource capacity of civil servants in DAILs and DAOs increased (Sub-IR 2.1)

CBCMP-II utilizes integrated human and institutional capacity development activities to provide the targeted DAILs and DAOs with trained, qualified, and certified civil servants. The organizational capacity assessment revealed below average (1.4 out of a possible 4) capacity of civil servants in these sub-national offices. This was due to limited, antiquated systems, particularly, a lack of modern technology, and outdated processes and procedures.

Activity 1: Training, coaching, and mentoring of civil servants in DAILs and DAOs

In accordance with the Organization Capacity Assessment (OCA) findings and approved work plan, provincial CMSs had regular sessions of coaching and mentoring in DAILs and District Agriculture Offices (DAOs). Main elements of on the job training/coaching and formal trainings under objective two include public finance and expenditure management, administration services; and, facilities and information and communication technology. Provincial CMSs organized the following coaching and mentoring sessions based on the CBCMP-II framework (see Annex 6):

1. Government's financial and administration policies and procedures;
2. Usage of financial management database;
3. Standards of budget formulation in the provincial level;
4. Developing financial reports and data analysis for decision-making purpose;
5. Process map development and process simplification;
6. Financial forms development and usage of charts of accounts;
7. Development and maintenance of personnel file (employees);
8. Conduct awareness session for the civil servants about National Agriculture Development Framework (NADF) and National Priority Program (NPP 1&2) for the purpose of prioritizing DAILs development projects;
9. Inventory management and physical inspection of assets;



CMS providing coaching session in monitoring and evaluation for the Extension Directorate counterparts

10. English language and computer skill development sessions;
11. Standardization of annual planning and reporting system;
12. ICT network configuration and maintenance; and,
13. Standards for Safeguarding of ICT equipment.

2b. Institutional capacity of target DAILs and districts strengthened (Sub-IR 2.2)

Activity 1: Providing technologies and basic work infrastructure in DAILs and DAOs

During the first year of CBCMP-II, ICT equipment and office furniture was distributed to the 20 DAO level offices in order to improve working environment to the civil servants. This activity allowed CMSs to start working at the district level to build individual capacity and strengthen institutional capacity in CBCMP-II targeted districts. Detailed list of the District offices and the equipment provided in Annex 7.

All distributed items were ready to use and CMSs fully trained civil servants on how to use them. The use of new tools enabled civil servants at DAOs to provide better services to local farmers at the village level.



CMS in Herat DAIL coaching his counterpart

One of the key indicators of the program is the installation of new e-attendance units at four newly assigned DAILs and operationalize units in the 11 DAILs where e-attendance was already installed for 15 DAILs. In the first year of the program, the e-attendance system was installed in 14 DAILs, due to security issues, e-attendance was not installed in Badakhshan DAIL, and is planned to be installed in year two. CBCMP-II addressed the long-term sustainability and functionality of e-attendance with MAIL leadership and in coordination with DAIL directors. Some of DAIL directors requested that a formal letter be sent to them from MAIL to fully accept and utilize the e-attendance system. CBCMP-II requested Deputy Minister at MAIL to assist and an official letter was sent to these DAILs that they are to only use e-attendance and no longer use sign in/out ledgers. Table 1 shows the status of e-attendance usage and number of provincial civil servants using e-attendance in provincial DAILs.

Table 1. Status of E-Attendance in Provincial DAILs as of September 30, 2015

S#	Province	Number of Staff in DAIL			Number Enrolled in E-Attendance		
		Male	Female	Total	Male	Female	Total
1	Kabul	55	6	61	0	0	0
2	Nangarhar	247	0	247	120	0	120
3	Herat	89	8	97	89	8	97
4	Balkh	284	11	295	100	11	111
5	Kunduz	138	1	139	138	1	139
6	Paktia	115	0	115	66	0	66
7	Parwan	73	3	76	73	3	76
8	Takhar	59	3	62	59	3	62
9	Jawzjan	62	8	70	0	0	0
10	Kapisa	50	1	51	0	0	0
11	Kandahar	43	0	4	0	0	0
12	Helmand	176	0	176	0	0	0
13	Khost	70	0	70	0	0	0
14	Baghlan	70	4	74	0	0	0

Working with the District Agriculture Offices (DAOs), CBCMP-II faced major challenge of DAOs not having either appropriate source of electricity or not having electricity at all. In order for CBCMP-II to transfer major technologies and provide modern equipment and trainings to DAOs civil servants, CBCMP-II needed to install solar systems to provide enough power to DAOs to run four computers, a printer, copier and basic internet system. There are so many solar systems in the market that reliability was in questions. CBCMP-II finally negotiated with local company to install a solar system as a pilot run to test. The system was tested for six months and is working to full capacity. Broader installation of these systems will begin in the next quarter. The following is the description of the solar power system:

Table 2. Number and Types of Power Sources Installed at Project DAILs and DAOs

Item	Number	Capacity	Manufacturer	Country of Origin
Solar panel	4	300 watt	SUNA Solar	
Batteries	4	12 volt /200 Ah	Proflex	China
UPS	1	2.5KVA/48 V DSW	Su-Kam	India
Charge controller	1	Su-Kam	India	
Fuse box	1	Five fuses inside the box		

Objective 3: Capacity of relevant MAIL directorates to carry out extension, research, and irrigation services increased, in conjunction with AAEP-II

Agricultural development on the national scale needs the support of extension and research. CBCMP-II is focusing attention and capacity-building efforts on directorates that affect MAIL's ability to carry out effective, field-based development and services, research, and field irrigation assistance, namely, the Directorates of Extension, Research, and Irrigation.

The USAID-funded and USDA-managed Afghanistan Agricultural Extension Project (AAEP-II) is focused on building technical skills in extension methodologies at four DAILs, and now into DAOs. There is a natural linkage between the two programs.

3a. Scaling of research and extension activities institutionalized (Sub-IR 3.1)

Activity 1: Assessment of current state of Extension, Research, and Irrigation Directorates

The assessment was completed during the second quarter and is reflected in the OCA results. It revealed that the organizational structure was not clear and required modification to properly execute extension services. There were no functioning sector-wide coordination mechanisms in place to bring synergy and collaboration to stakeholders, nor was there a functioning filing system or operational plan. CBCMP-II began to address the assessment findings through activities related to the four-pillar methodology, such as supporting development of work plans, policies, procedures, structural realignment, and establishing a reporting and feedback mechanism for MAIL Directorates and DAILs.

Activity 2: Development of coordination plan with AAEP-II

This activity is complete and was reported on in the second quarterly report. However, the program can report on some additional achievements and activities toward increased coordination with AAEP-II.

Within the reporting period, CBCMP-II, MAIL, and field teams have engaged in numerous cross coordination activities within all CBCMP-II targeted provinces of Afghanistan. This has primarily consisted of assisting DAILs and DAOs to establish stronger coordination linkages with AAEP-II and other sector related extension programs. Overall, these efforts can be summarized as important steps in establishing professional relationships, ensuring the successful implementation of extension related

initiatives while minimizing duplication of efforts at the provincial and district level. The following table includes the consolidated number of meetings held during year one.

Table3. Program Coordination Tracker- Annual

Coordination Meeting	MAIL Directorates	DAIL Directorates	Total Meetings
RADPs	2	63	65
AAEP-II	2	33	35
Other USG Funded	13	14	27
Other Donors	22	125	147
Total	39	235	274

During year one, extension CMSs also worked on the proposed E-extension system and participated as members of an evaluation committee to assess videos produced thorough USAID funded Digital Green project. CMSs are actively engaged in development of a digital extension library. With this in mind, a meeting with AAEP-II was held to discuss the possible support provided by AAEP-II in the establishment of a digital library. The E-extension model will help to enhance the extension activities through various and contemporary E-extension approaches. As a result, the access by the farmers and herders to extension services will be increased. For example, Kabul DAIL presented two radio (radio broadcastings on cereal crops, Integrated Plague Management, IPM) program proposals to AAEP-II to solve farmers and herders problems and answer questions. The programs were executed through AAEP-II. This was the result of CBCMP-II/AAEP-II coordination and is an example of DAIL's acquired capacities in preparing proposals referred in activity 6 of this objective. More than 100 farmers called during this live radio programs, benefiting all 34 Afghan provinces.

Activity 3: Coaching and mentoring of civil servants in four-pillar methodology

During year one CBCMP-II rolled out the four-pillar training programs to civil servants across the targeted MAIL directorates (extension, research, irrigation, policy, and planning, national resource management, and plant protection), 20 DAILs and DAOs. The total number of civil servants that received coaching and mentoring is 224 (baseline was 992, so the total is 1,216).

As a result of these coaching and mentoring efforts MAIL is now able to produce an M&E results framework, M&E Plan, and an M&E System, provide on-the-job training, produce improved policies and procedures, establish different processes mapped for simplification, conduct organizational realignment, draft TORs, manage databases, produce annual plans, 100 days plans, coordination mechanisms, concept notes, and project proposals. This has enabled MAIL, DAILs, and DAOs to provide improved services to farmers and herders in effective and efficient manner.

Activity 4: Set up system of regular coordination meetings at MAIL, DAIL, and DAO levels

This year MAIL has shown strong leadership in facilitating coordination at the central and provincial levels. In total 274 coordination meetings were organized at MAIL, DAILs and DAOs as showed in the previous table. MAIL and DAIL coordination meetings were facilitated with CBCMP-II's support. As a result of these meetings, MAIL has been able to influence the agriculture development agenda of donors and implementers and also ensure duplication of activities is minimized. MAIL anticipates that in the next year, with CBCMP-II's support, MAIL's ability to coordinate programs and projects will continue to increase. Examples of the results of some meetings:

- The WB agreed to provide 6 million on budget funding to the Extension Directorate to provide new Irrigation Extension technology to farmers.
- Through the Champ Program, CBCMP-II was introduced to Digital Green, and AAEP- II and CHAMP agreed to help the Extension Directorate produce extension videos for farmers.
- CMSs embedded in ARIA and PPQD, USAID, and Kansas University equipped labs of the Plant Protection Directorate to test and find the causes for Afghanistan mycotoxin on dried fruit.

Activity 5: Support target MAIL/DAIL/DAOs to develop annual work plans

As per H.E MAIL Minister's instruction, the CMSs helped through coaching and mentoring to develop a second 100-day plan for the General Directorate of Extension, Research, Plant Protection, NRM, Irrigation and Home Economy. Each directorate developed second 100-day action plans and got them approved by H.E MAIL Minister.

Activity 6: Train target DAILs and DAOs in developing realistic proposals for funding

During this reporting period, the CMS embedded in MAIL and DAIL directorates assisted their civil servant counterparts in developing concept notes and realistic proposals for funding. As the result, a number of proposals have been developed and submitted for potential funding, and are summarized in the table below.

Table 4. Funding High Quality Proposals Developed

Province	Proposal	Status	Amount	Funder
Jawzjan	Establishment and rehabilitation of nurseries in Faizabad Jangalbagh	Funded	\$47,060.27	Shelter For Life Int
Jawzjan	Silk worm farm establishment	Submitted to MAIL for funding	\$118,126.00	MAIL
Kabul	Focus group discussion with farmers at 14 districts	Submitted to AAEP II for funding	\$3,300.00	AAEP-II
Kabul	Plant Protection (IPM project)	Funded	\$ 5,000.00	AAEP II
Kabul	Public awareness radio program for Animal health and Livestock	Submitted to AAEP II for funding	\$ 5,000.00	AAEP-II/ WIA-II
Kabul	Public awareness radio program for Cereal Crops	Funded	\$ 5,000.00	AAEP-II/ WIA-II
Kabul	Public awareness radio program for Fruits	Submitted to AAEP II for funding	\$ 5,000.00	AAEP-II/ WIA-II
Kabul	Public awareness radio program for Vegetables	Submitted to AAEP II for funding	\$ 5,000.00	AAEP-II/ WIA-II
Kunduz	NRM and promoting food security through active involvement and participation of local community in three focused districts of Kunduz	Submitted to various donor for approval	\$ 503,417.00	
Badakhshan	Rehabilitation of Extension units	Submitted for funding	\$ 583,009.00	GIZ
Jawzjan	Establishing greenhouse in Shiberghan	Submitted for funding	\$ 3,083.33	
Balkh	Agriculture Extension farm	Submitted for funding	\$ 10,320.00	AAEP II
Jawzjan	Introduction and extension of hoop house	Submitted for funding	\$ 5,000.00	AAEP II
Jawzjan	Greenhouse	Submitted for funding	\$ 6,863.96	AAEP II and Action AID
Balkh	Food quality control Lab machines training	Submitted to ARD cluster meeting for approval	\$ 4,763.00	GIZ-SEDEP
Sar-e-Pol	Construction of cold storage	Submitted to various donor for approval	\$ 500,000.00	
TOTAL Amount:			\$1,809,942.56	

*"High quality" here means that a project proposal has well-defined goals and objectives, includes an implementation strategy, an M&E plan, a sustainability plan, relevant staff capacity, institutional qualifications, and encloses a budget with clear and reasonable cost estimates.

3b. System of monitoring extension workers reviewed and improved (Sub-IR 3.2)

Activity 1: Assessment of current system of monitoring extension workers

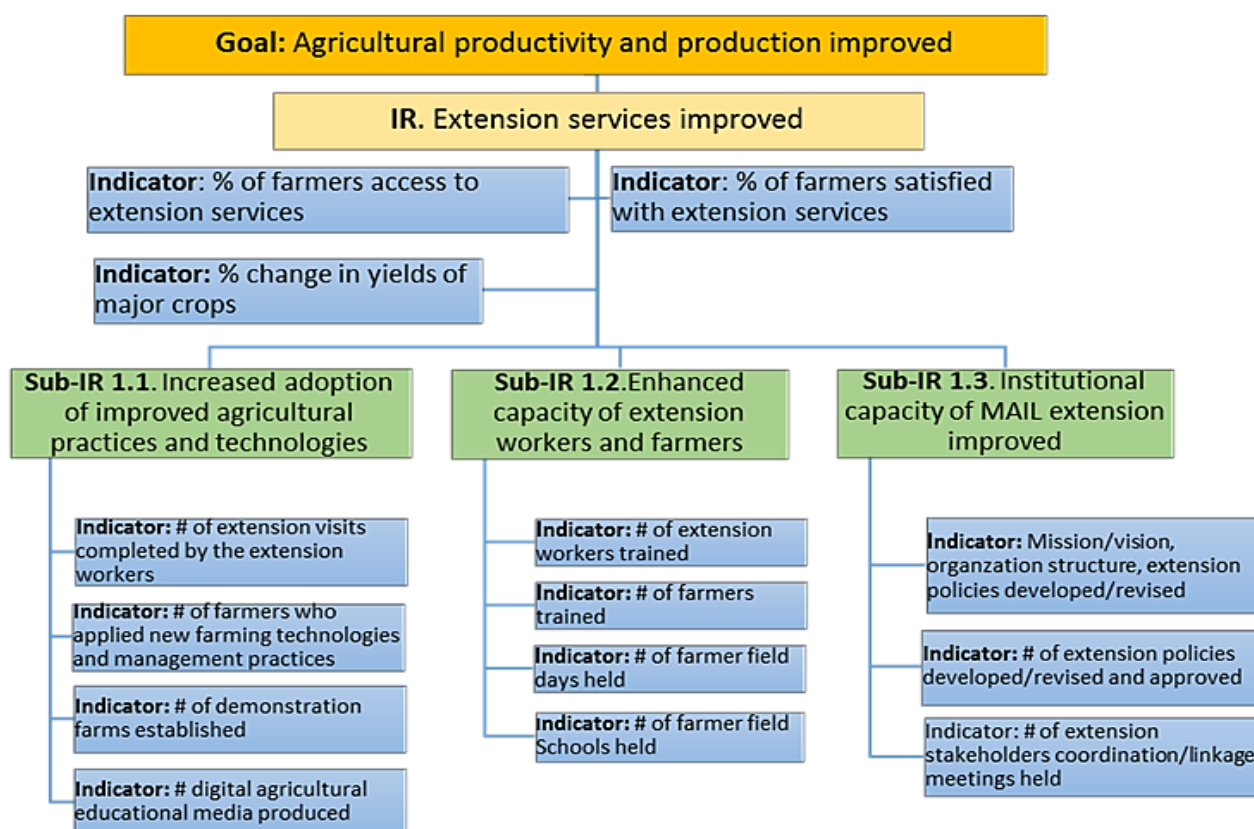
CBCMP-II assessed the general directorates of Extension and Agriculture Development with the OCA tool. To complement these findings, CBCMP-II conducted an in-depth assessment of the current system of monitoring extension workers within the directorate.

The CBCMP-II M&E team provided guidance and support to the M&E CMS at the Extension Directorate in developing the study methodology, including tools, and finalizing the assessment report. The main objective of the assessment was to identify weaknesses in the current system and recommend mitigation actions for improving the weaknesses. The results of this assessment were incorporated into CMSs capacity building plan for establishing and sustaining functional M&E system at General Directorate of Extension. During the final quarter of year one, a second measurement was carried out and they improved their score from 1.19 to 1.31. CBCMP-II will intensify its efforts in DAILs to implement system in year two in order to achieve set target.

Activity 2: Improve system for monitoring of extension workers with clear indicators

Based on the findings of the monitoring and evaluation assessment conducted during the last reporting

Figure 1. Draft Results Framework for Extension Directorate



quarter, the CMSs worked with their civil servant counterparts, heads of the Extension Directorate and its divisions, as well as relevant stakeholders to develop and finalize a results framework. A comprehensive Monitoring and Evaluation Plan/ Performance Monitoring Plan (PMP) was developed. The plan provided useful information on the progress and future monitoring and evaluation activities. The plan will also be helpful in understanding extension monitoring and evaluation. The results-framework along with indicators of extension M&E system were finalized and a comprehensive M&E plan/ Performance Monitoring Plan (PMP) has been developed. The M&E plan provides useful

information on the progress and future M&E activities. The plan will also be helpful in understanding the extension M&E system serving as a complete guideline for all the M&E activities to be undertaken. See Annex 8 for the Draft M&E for the Extension Directorate.

Activity 3: Train, coach, and mentor relevant civil servants in new monitoring system

This activity can only start once Activity 2 is complete. Once the monitoring system is developed, the CMSs will start providing coaching and mentoring on that system.

Activity 4: Support implementation of new monitoring system

This activity has been postponed to year two. Delays in recruitment of Extension CMSs led to delays in Activity 1 and 2, which needed to be completed before Activity 3 and 4 can be undertaken.

Objective 4: Assistance for MAIL transition to World Bank-funded Capacity Building for Results Program realized (Objective/IR 4)

The World Bank-funded Capacity Building for Results Program for Afghanistan is intended to assist the Afghan government in improving the capacity and performance of selected ministries in carrying out their mandates and delivering services to the Afghan people. The CBR Program lists as its main objectives: (1) technical assistance for preparation and implementation of capacity-building programs; (2) recruitment of managerial, common function, and professional staff for key positions in selected line ministries; (3) establishment of a management internship program; (4) training of civil servants; and, (5) improved project management and M&E. Ultimately, the CBR Program will completely absorb many of CBCMP-II's program activities. The long-term vision is that those program activities will be carried out by MAIL itself. However, in the short and medium-term, MAIL requires support to roll out this program.

4a. MAIL readiness for Capacity Building for Results Program secured (Sub-IR 4.1)

In this reporting period, CBCMP-II deployed a CMS whose mandate was to support the directorate in several of the CBR main objectives, including the development of terms of reference for technical positions, conducting orientation training for new recruits, and assisting with the performance monitoring system for CBR. The program secured a CMS with prior experience working with both MAIL human resources and the CBR Program.

Out of 331 CBR positions, only 12 were filled before CBCMP-II intervention. Progress has been made with respect to CBR recruitment at MAIL. MAIL has announced 33 Provincial DAIL directors' positions, four Central Grade 1 and Grade 2 Director Positions and 20 Grade 3 and Grade 4 CBR supported positions. In total 57 positions are currently in recruitment process, out of 331.

A draft of MAIL professional cadres' policy was prepared and will be shared with the senior management for their comments and further improvement.

Activity 1: Develop a system to track progress of the Capacity Building for Results Program support to MAIL

CBCMP-II supported the development of a results framework for CBR, shown in Figure 2. Because of the delay in the CBR recruitment process, the program postponed the progress tracking tool for year two.

Activity 2: On-the-job training of MAIL staff in developing scopes of work for proposed Capacity Building for Results program positions

The following list summarizes the main progress made because of the CMS coaching and mentoring efforts:

- All 57 new terms of reference for CBR positions at MAIL and DAIL level received direct support from CMSs.
- Prioritized recruitment of DAIL directors and advertising for 33 DAIL directors positions;
- Restructured MAIL 1394 Tashkeel and aligned with World Bank's Capacity Building for Results strategic priorities;

- Streamlined provincial Tashkeel with center to facilitate more alignment with center and enhance communications and reporting activities;
- With help from the Civil Service Commission, simplified 18 out of 44 business processes in five directorates: Extension General, Private Sector Development, Irrigation, Human Resources, and Gender.
- Projects integration and transition of contracted staff to Tashkeel positions is one of the main objectives/ priority of the CBR Program. Currently, the CMSs embedded in HR and research directorates are working with EU in the transition of their projects to MAIL. Furthermore, a Human Resource transition working group was established consisting of advisors and senior technical staff and discusses issues related to the transition of staff to Tashkeel. To that end, five EU projects are under transition and two of these projects are in the completion stage.
- The CMSs embedded in the HR directorate of MAIL assisted, coached and mentored their civil servant counterparts in the development of the hundred day plan for the Human Resource Directorate for the second phase. For this purpose many meetings were held with the staff of the different sections of human resources and after their review, the plan was developed and submitted to the deputy minister for his approval. The plan was uploaded into the MIS system of the ministry.

Figure 2. CBR Results Framework

Project Development Objective: To assist the government in improving the capacity and performance of select line ministries in carrying out their mandates and delivering services to the Afghan people				
Indicator: 1.1. Development budget execution rates in Tier 3 ministries	Indicator: 1.2. Business process improvements in Tier 3 ministries performance plan	Indicator: 1.3. Service delivery improvements in Tier 3 ministries performance plan	Indicator: 1.4. Strategic staffing in place across ministries	
IR 1: Improved public finance management within the ministry	IR 2: Improved human resource management within the ministry	IR 3: Improved organizational structures and business processes management of MAIL	# of technical positions approved at district level	IR 5: Sectoral service delivery improved at the ministry
Indicator: % improvement in development budget execution at national and sub-national levels	Indicator: % of civil servants achieving "excellent" rating on their annual performance review	Indicator: # of revised organization structures approved by CSC	Indicator: % increase in allocation of MAIL budget to sub-national entities	Indicator: Change (percentage) in yields of major crops
	Indicator: # of professional cadres recruited	Indicator: # of processes improved (cheaper, faster, greater control)	Sub-IR 4.1: Capacity enhancement and budget execution rate improved to support service delivery at provincial level	Indicator: % increase in area under irrigation
Sub-IR 1.1: Procurement and inventory system in MAIL strengthened directorates in MAIL increased	Sub-IR 2.1: Human resource capacity of civil servants increased DAILs/DAOs increased	Indicator: # of projects transitioned and integrated into MAIL formal structure	Indicator: # of high-quality project proposals developed by DAILs and approved	Indicator: % increase in forest & rangeland
Indicator: % of increase in number of procurements over the last year	Indicator: # of civil servants received training		Indicator: # of technical positions approved at district level	Indicator: Fecundity rate (per year) of different type of livestock
Indicator: # of assets registered in centralized inventory system	Indicator: # of CBR positions filled		Indicator: # of technical positions approved at district level	Sub-IR 5.1: Improved extension services provided
Sub-IR 1.2: MAIL's capacity for planning and program budgeting improved and implemented			Sub-IR 5.3: Improved agricultural irrigation infrastructure	Indicator: # of extension visits completed by the extension workers
Indicator: % increase in development budget			Indicator: Kilometers of irrigation canals constructed or rehabilitated	Indicator: # of farmers who applied new farming technologies and management practices
			Indicator: # of local water management associations established	Indicator: Amount of improved seeds distributed
			Indicator: Amount of funds allocated to irrigation projects on and off budget	Indicator: # of veterinary clinics supported/established
				Sub-IR 5.2: Improved forest and rangeland management
				Indicator: Hectares covered by forest and rangeland
				Indicator: # of forestry trees planted in forests

Activity 3: Train new CBR recruits in the four pillar methodology for organizational development

The CBCMP-II CMSs embedded in the different directorates of MAIL coached and mentored their CBR recruits and civil servant counterparts in the four-pillar methodology for organizational development.

The CMSs along with their civil servant counterparts have developed the Projects Transition Mechanism and Professional Cadres framework that are strategic documents for the institutional building of the ministry.

MAIL has assigned the CMSs to be the focal point for the implementation of USAID's Women in Government Projects internship component in MAIL. The CMSs, along with their civil servant counterparts, have held several coordination meetings. The CMSs also coordinated an assessment regarding women's working environment and conducted an obstacle analysis in three different areas at MAIL.

In order to follow this activity, the program has developed a case study (see Annex 9) that will be tracked in following years of the program.

Objective 5: Strengthen MAIL's capacity to coordinate activities of USAID-funded programs like the Regional Agriculture Development Programs to improve agricultural production and productivity and regenerate Afghan agriculture businesses

5a. Coordination Strategy Implemented (Sub-IR 5.1)

USAID and MAIL have both expressed a desire to increase the level of communication and coordination among U.S. Government-funded programs. Ultimately, they would like to see expanded coordination across all bilateral donors to more efficiently and effectively achieve the national agricultural priorities of Afghanistan.

CBCMP-II worked during this year in facilitating two high-level coordination meetings for RADPs at MAIL level and several at the provincial level. The first meeting was held at USAID and the second at MAIL, with the new minister present.

CBCMP-II included one CMS to support donor and program coordination. The main results were the following:

- Permanent communication channel with RADP partners established;
- A more regular and coherent coordination mechanism between MAIL and USAID funded projects established;
- An inclusive mechanism that enabled participation of DAILs and relevant MAIL Directorates for approval of RADPs work plans established;
- More importantly, RADPs are now connected to relevant DAILs and are required to provide regular program updates and involve DAIL staff on their monitoring and evaluation efforts;
- Work has started on conducting a preliminary gap analysis for agricultural programs. Major programs at MAIL (including RADPs) have been contacted to feed into a template that identify gaps and overlapping activities. This exercise further feeds into the broader gaps analysis work that entails a more in-depth scrutiny of all MAIL projects.

Activity 1: Develop institutional baseline questionnaire

CBCMP-II conducted an institutional baseline assessment, which identified insufficient capacity, lack of a departmental action plan, and an unclear mandate as some of the barriers to effective coordination. One CMS was recruited with the primary function of improving coordination of the USAID-funded programs by MAIL through building the institutional and human capacity of the Directorate and working to address some of these barriers. This CMS is currently working as a Minister's advisor supporting this coordination activity.

Activity 2: Develop a strategy document for private sector development in agriculture

Absence of the Private Sector Development Director for most part of the year was the reason to reconsider this activity. With the appointment of an Acting Director, and considering that certain

strategic documents exist, CBCMP-II considered that more efficient approach would be focusing on the assistance in implementation of the existing recommendations.

Activity 3: Develop directorates' work plan (four-pillar approach)

Considering one of the main challenges expressed in the executive summary there was a five-month gap where there was no Minister; therefore, this activity was delayed and was included in year two work plan.

Activity 4: Produce individual work plans, which also serve as human resource baseline assessments

The activity was reconsidered, individual work plans do not seem as effective as the institutional approach; therefore, this activity was canceled.

Activity 5: Provide on-the-job training of MAIL staff to organize annual agriculture fairs in cooperation and collaboration with other private and public stakeholders

During the first reporting quarter, IESC recruited marketing and communications specialist Andja Cosic to help organize, advertise, execute, and report on the 2014 Kabul International AgFair. To ensure sustainability of her efforts, Ms. Cosic developed a work plan, budget and annual Gantt chart so that MAIL could organize the event with minimal donor assistance.

In March, CBCMP-II supported MAIL to host the spring Farmers Festival (March 21) which is primarily a cultural event but also has certain business potential. A number of USAID projects as well as private businesses participated.

The Ministry faced one more change in key personnel in the Private Sector Directorate. The Director left his position in April and number of other Directorate's staff left during the summer. Since Ms. Cosic joined the CBCMP-II in the role of a communications director CBCMP-II was able to support organization of the Kabul International AgFair 2015 without additional financial costs. The communications director provided training to the new Private Sector team in communication, promotion, media relations, coordination with Afghanistan's private sector, coordination with donors and training in planning, budgeting, procurement, and logistic procedures that are required for an event of such scale.

CBCMP-II assisted MAIL in launching a massive promotional campaign in September 2015 to promote AgFair, held from October 14-16, 2015. The campaign included advertisements on billboards, posters, radio, and TV.

This year's AgFair was successfully executed with 40 percent lower cost than last year's and no external personnel were recruited to support any phase of preparations. Significant improvements were achieved in transparency of procurement and financial transactions related to the AgFair.

Activity 6: Provide on-the-job training of MAIL staff to set up coordination mechanism for agriculture business stakeholders including cooperatives, private businesses, traders, and USAID/other donor programs

A coordination mechanism was developed for different stakeholders of all technical directorates of the Ministry. MAIL started implementing this mechanism through all technical directorates of MAIL.



Billboards that promoted AgFair were installed alongside the most trafficked streets in Kabul

Activity 7: Provide on-the-job training of MAIL staff to effectively communicate for and implement policies that aim to create an enabling environment for agribusinesses

MAIL has a Private Sector Development Directorate that focuses on the private sector, but in reality the directorate has no business development expertise, and linkages with the private sector are weak. In an effort to develop a more business friendly ministry, CBCMP-II had planned to conduct regularly scheduled meetings and round table discussions with private sector business owner volunteers. These meetings would provide a private sector perspective to MAIL not currently present within their staff or administration, representing private sector needs, resulting in a shared vision of the MAILs potential role in creating an 'enabling environment' to support private sector development. This activity is currently under review as RADP-South is taking the lead on supporting MAIL in creating an enabling environment for agribusiness. Thus, we recommend dropping this activity from the CBCMP-II action plan as it would duplicate efforts.

Activity 8: Hold CBCMP-II and AAEP-II advisory board meetings

Because of the extremely close working relationship between CBCMP-II and AAEP-II, the original plan was to establish a joint advisory board whose purpose would be to assess plans and interventions and ensure that the two programs were meeting all of the needs of farmers and herders, improve their lives and increasing food security through extension services, research, irrigation, and the private sector development. However, because both programs are already fully integrated with the ministry and with each other, CBCMP-II and AAEP-II have determined that there is no need for an advisory board, and this activity will not be pursued.

PROGRAM SUPPORT

MONITORING AND EVALUATION

The monitoring and evaluation team has continued to monitor program activities and measure their progress and support development of M&E systems in relevant MAIL directorates. The M&E team implemented a number of activities during the reporting period.

Data collection and consolidation of performance indicators. Table 5 presents the program's indicator table. It includes both USAID's standard indicators and program-specific indicators approved by USAID. The baseline for the four indicators is zero, since these are new indicators for the program and data was not previously collected during the first phase of CBCMP.

Organizational capacity assessment. CBCMP-II has implemented a customized organizational capacity assessment based on the USAID Standard OCA methodology, which takes a highly participatory approach to measuring organizational capacity and determining change over time. The baseline for 19 DAILs was 1.353 out of 4.0, or 33.8 percent and FY 2015 target was a five percent increase.

During the reporting period, the annual midline assessment was conducted in 15 DAILs (Kunduz, Takhar and Helmand were not assessed considering security conditions while Bamyan was recently measured as baseline and Farah is pending baseline assessment for FY 2016), see Annex 10 for each DAIL situation. The midline assessment revealed that DAILs scored 1.59 (39.8 percent) out of possible 4.0 which shows DAILs have improved 6 percent from the baseline score 1.353 (33.8 percent) overachieving the 5 percent increase target. Based on the findings of the assessment, CMSs developed actions plans to address issues in six key areas. Action plans for 2016 will be developed based on OCA results to address areas that need further improvement.

Monitoring visits. During the reporting period, the M&E team conducted six monitoring visits to five DAILs: Kabul, Balkh, Khost, Kandahar and Nangarhar. The purpose of these visits was to monitor the progress of program activities against the work plan, verify the data reported on program performance

indicators, review relevant documentation, and identify gaps and challenges. The team also provided guidance and recommendations to the field CMSs on reporting requirements and data quality.

The monitoring reports revealed that CBCMP-II is functioning well in these DAILs with some findings that needed addressing. Some of the civil servants in DAILs reported receiving improper or mentoring and coaching or even none at all. In addition, the visits showed a lack of understanding of MAIL's project development process and some of the DAILs had poor filing systems. Some of the equipment provided to these DAILs were malfunctioning or damaged in transport. Kandahar DAIL requested program support for the DAIL's home economy department to establish kitchen gardens for women in the province. Detailed report and results of the monitoring visits were shared with the program management for the purpose of decision-making and taking proper actions to address these issues. The program's management took proper actions to address major issues highlighted in the monitoring reports.

CBCMP-II M&E team supported relevant MAIL directorates during FY 2015 in preparing frameworks, defining indicators, and reviewing their systems.

The M&E team conducted case study to know the extent to which CBR recruits implement CBCMP-II's four-pillar methodology that the program addresses under its objective 4. The case study (attached as Annex 9) presents how CBR-funded MAIL General Directors use the work planning; training, coaching and mentoring; performance management; and organizational realignment and process improvement to increase service delivery.

Table 5 below presents targets versus achievements for CBCMP-II performance indicators. CBCMP-II performance indicators target against achievements comparison shows that the program has been very successful in achieving targets for FY 2015. On some of the indicators such as formal trainings, coaching, and mentoring, the program has exceeded the targets.

Table 5. Indicator Table: Actual Achievements vs. Targets

Indicator Name and Number	Baseline Value	FY 2015 Target	FY 2015 Q1 Result	FY 2015 Q2 Result	FY 2015 Q3 Result	FY 2015 Q4 Result	FY 2015 Achievement
Percentage of females who report increased self-efficacy at the conclusion of USG supported training/programming	0	10%					52%
Score, in percent, of combined key areas of organization capacity among USG direct and indirect local implementing partners	33.8% (19 DAILs)	BL+5% increase					39.8% (BL +6%) ¹
Number of sub-national government entities receiving USG assistance to improve their performance	0	30	13	14	12	1	40 ²
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (RiA) (WOG)	0	100	0	198 Male: 176 Female: 22	326 Male: 282 Female: 44	323 Male: 306 Female: 17	847
Number of civil servants who have received mentoring and coaching as a result of USG assistance*	992	1,092	0	128 Male: 119 Female: 9	35 Male: 33 Female: 2	61 Male: 60 Female: 1	1,216
Number of relevant Ernst & Young and OFM recommendations fully addressed	10	17		2		5	17

¹ In order to be able to compare progress with baseline, considering that the midline assessment was not held in Bamyan, Helmand and Kunduz for security or travelling constraints, it was assumed that there is no progress in this provinces, and average is from the same 19 DAILs (CBCMP-II will update the final figure in Q1 FY 2016, with updated information of these three provinces, and it is expected that the average will remain similar or even some points higher).

² The number includes 20 DAILs and 20 DAOs.

Indicator Name and Number	Baseline Value	FY 2015 Target	FY 2015 Q1 Result	FY 2015 Q2 Result	FY 2015 Q3 Result	FY 2015 Q4 Result	FY 2015 Achievement
and operationalized*							
Number of civil servants using time keeping and attendance system in target DAILs*	766	1,166	0	0	0	403 ³ Male: 380 Female: 23	1,169
Number of high-quality, extension-related project proposals developed by DAILs submitted for approval	3	15	0	3		13	16
The extent to which a system for regular monitoring of extension workers in Extension Directorate is executed	Mean score 1.18	BL+5% increase					Mean score 1.31 (BL+3.25 %)
The extent to which CBR recruits implement CBCMP's four-pillar methodology	NA						Case Study (Annex 9)
Number of regular donor coordination meetings held by the Policy and Planning Directorate	0	4	1	0	1	0	2

GENDER MAINSTREAMING

In this year, the CBCMP-II gender team achieved significant progress to increase women's empowerment in agriculture. Working in collaboration with MAIL Home Economy Directorate, the Gender Department, line ministries and working group members, the gender team worked to advance women's status within MAIL's structure, procedures, and programs, generate a women in development index, and build strong relationships with other implementing partners to reflect MAIL efforts on. The MAIL Gender Equality Policy and Women in Agriculture and Enterprise Strategy was developed. The program facilitates regular trainings to MAIL staff in these areas.

Activity 1: Support MAIL's outreach efforts intended to promote higher women-owned agriculture small and medium enterprise participation

The program gender team worked closely with the MAIL Directorates of Home Economy, Private Sector, and Extension, as well as other relevant directorates to promote higher participation of women-owned small and medium agriculture enterprises. The following are the key achievements of the program's gender-related capacity building efforts:

- The program drafted the Women in Agriculture and Enterprise Strategy and submitted to the minister for approval.
- The program developed the Gender Equality Policy and submitted it to the minister for approval;
- Based on the CBCMP-II gender work plan, a series of regular and comprehensive hands-on trainings were delivered to the MAIL staff on the following topics: gender-responsive budgeting; gender analysis; gender-sensitive M&E frameworks, gender in workplace communication, women's empowerment and equality framework and practical strategies for guaranteeing gender equality during the project cycle. Priority to participate in the training was given to

³ Enrollment is not equal to civil servants using the system, therefore, CBCMP-II only includes the number of civil servants that according to the reports are using e-attendance, there are copies in CBCMP-II archives of these reports

individuals directly involved in key decision making or involved in the planning and designing of programs. The total number of participants was 289 MAIL staff (225 male and 64 female).

- In May 2014, MAIL established the MAIL Women's Empowerment Working Group (MWEWG) with the technical and financial support of USAID. In accordance with the CBCMP-II gender work plan, the gender team provided ongoing guidance and technical support to the MAIL Women Empowerment Working group and brought together all MAIL implementing partners under the working group umbrella. Four committees were created under the working group to advance women's status, apply an advisory role for the MAIL leadership on gender issues, and improve the MAIL response to gender inequality and women empowerment in Agriculture. CBCMP-II also created a Monitoring & Evaluation Committee to identify gaps and increase transparency and accountability within MAIL regarding efforts for women empowerment in agriculture sector.
- The program identified a shortage of women employees at MAIL and DAIL offices. One of the primary reasons for women's lack of representation is that Afghan women are poorly educated compared to men and tend not have the requisite computer, administrative, or English skills essential for the role of ministry manager or director. The program gender team worked with the Directorates of Gender and Human Resources to identify and prepare a list of women employees to be involved in English language program. A basic assessment session was conducted and currently 130 female employees are learning English in regular classes at MAIL.
- The CBCMP-II gender team worked closely with MAIL Home Economy and Human Resource Directorates to develop a new organizational structure to target, identify, and recruit more female civil servants. The focus is on increasing female involvement in development, design and implementation of DAILs activities. The gender team worked with relevant directorate s to improve MAIL's capacity to reach women in rural communities and efficiently mobilize the assets represented by its female workforce.



In total 289 MAIL employees participated in gender trainings during the CBCM-II year one

- CBCMP-II conducted meetings among key stakeholders—the Home Economy Directorate, UNDP/GEP and the Ministry of Women's Affairs—on collaborating to establish a production, demonstration, and training center for women at Pilawary Farm. The gender team developed and submitted a proposal for the establishment of a training center at Pilawary Farm to the stakeholders and donors, and UNDP/GEP ultimately agreed to support the program. The CBCMP-II gender team provided technical support to develop tables of responsibilities, design training materials, and identify volunteer trainers and facilitator to train the women to managing the farming cooperative.
- To support MAIL's Home Economy Directorate to develop and disseminate strategic messaging pertinent to women empowerment in agriculture activities, CBCMP-II created a media committee with members from MAIL, its implementing partners, and CBCMP-II program staff, and media organization Salam Watandar Network.

- The program assisted and trained MAIL gender department staff on gender responsive budgeting. Conducted coordination meeting among Ministry of Finance, MAIL gender department, finance, policy & planning and other relevant directorate s to collect required data on allocated budget. Gender responsive budgeting aims to mainstream gender into MAIL finance.
- During the reporting period, CBCMP-II gender team assisted the Home Economy Directorate to design a data collection tools for the Home Economy Directorate. The directorate can now collect, manage and make available a wide range of fisheries data needed for development of indicators. The data will be collected from the home economy programs in which indicate which data is collected, the resources they allocate for the collection and how data is collected.
- CBCMP-II gender team facilitated a coordination meeting between MAIL women empowerment working group advisory committee and Honorable First Lady of Afghanistan. The purpose of this meeting was to discuss the Government commitment on the women empowerment in the Agriculture. The importance of MoWA is apparent and increasing authorization of this ministry in administrative affairs, policymaking, and monitoring is the primary demand in advancement of women status within ministries.



English classes provided for 130 female employees

Activity 2: Support MAIL's leadership in conducting coordination discussions with donors on nutrition

The program's gender team created a coordination committee on gender and nutrition to discuss the nutrition priority setting, coordination efforts, strengthening the nutrition department, and further areas of cooperation among MAIL nutrition department, MAIL implementing partners and line ministries.

During this year, coordination meetings resulted in the following actions:

- Developed an action plan for the MAIL Home Economy Nutrition Department;
- Developed a concept note on Strategic Communication that Enhance Nutrition, Food Security and Livelihoods. The purpose for development of concept note is to enhance the livelihoods of female farmers and their families and women empowerment in agriculture, provide messaging to enhance methods in backyard/household/kitchen production and boost nutrition department through income generation in the field and raise awareness on part of female citizens as caregivers; and,
- Developed a coordination mechanism for the MAIL Home Economy Nutrition Department to strength linkage and collaboration between Home Economy Nutrition Department and MAIL implementing partners on nutrition priority setting.

COMMUNICATIONS

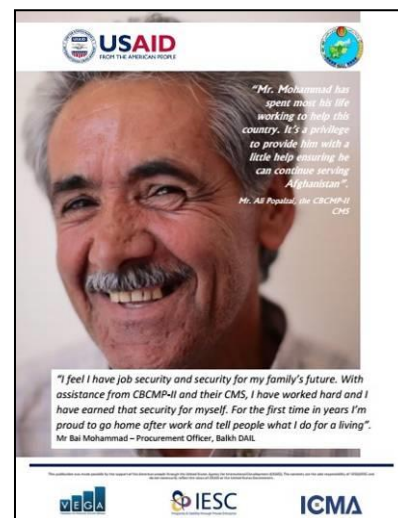
Until his departure from the program on June 30, 2015, Mr. Tom Willcox, the CBCMP-II communications director, had been providing technical assistance on all aspects of core communication tools and products that communicate internal change, transfer technical knowledge, and deliver messaging related to program initiatives.

The communications director accompanied the program teams for site visits to Parwan (May 31, 2015) and Balkh DAILs (June 9, 2015). During the visits, Mr. Willcox conducted interviews with program beneficiaries that captured two success stories. The success stories were posted on the *USAID Telling Our Story* website at the following locations:

1. As Agriculture Sector Strengthens, Afghan Women Advance. <http://www.usaid.gov/results-data/success-stories/preparing-advancement-women>; and,
2. Computer Skills Training Gives Afghan Civil Servants Greater Productivity. <https://www.usaid.gov/results-data/success-stories/learning-live-and-work-tech>

The communications director also began to produce posters to highlight individual beneficiaries that have demonstrated significant personal and professional improvement because of program interventions. The purpose of the posters is to help motivate civil servants and generate confidence and good will about the program. The new communications director, Ms. Andja Cosic who joined the program on August 10, 2015, will continue to work, in collaboration with the program teams, to identify exceptional civil servants who personify CBCMP-II and present them as inspirational and aspirational role models.

During the reporting quarter, IESC signed an umbrella IQC with the selected media vendors to produce impact and training videos. The new communications director held introductory meetings with three selected vendors and organized visits to the ministry in order to present the program in detail and cultivate a greater understanding among the vendors of CBCMP-II's objectives and impact. The program has identified the Kabul International AgFair 2015 to be the first video success story to be produced in the next reporting period.



Poster Sample

The new communications director launched a new communications tool—the CBCMP-II Bi-Weekly Highlights—which are distributed electronically to the entire program staff. The tool serves two main purposes: to increase the frequency of CBCMP-II communications and to motivate CMSs to capture more stories that promote their activities and impact of the program so they can be shared and read by all.

During the reporting period, the communications director held a meeting with Mr. Lutfullah Resheed, director of the MAIL Media and Public Relations Directorate to identify possible mechanisms for CBCMP-II intervention. The capacity of the directorate is not operating at a level where it could support any systematic effort aimed at changing perception among the Afghan public about the government or MAIL performance. Out of 26 currently employed civil servants, only six of them have university degrees. Furthermore, the directorate is supposed to have 32 employees. A possibility for CBCMP-II intervention would be to assist with the development scopes of work and recruitment procedures so the remaining positions can be filled by qualified staff. The U.S. Embassy donated video production equipment to the directorate but directorate staff members lack the technical skills to properly use it for the benefit of the ministry. The directorate's staff attended several one-day workshops on equipment use but they did not receive any on-the-job training. Building the multimedia skills of MAIL's communications unit would also benefit the Extension Directorate since they could produce educational videos for farmers without having to outsource that service to an expensive firm.

The new communications director was actively involved in capacity building efforts assisting the new Private Sector Development Directorate team to organize and promote Kabul International AgFair 2015.

MAIL Minister Zamir has shown great interest in improving capacity and efficiency of Media and Communications Directorate, and he has brought Ms. Sabra Simmonds onto the cabinet to serve as strategic communications advisor to the minister. The minister is encouraging all projects at MAIL to take an active role in changing public perception of MAIL.

CHALLENGES, LESSONS LEARNED, AND SOLUTIONS

The program was significantly challenged by the absence of a new minister. With the appointment of Minister Zamir at the near the beginning of the reporting period, CBCMP-II programming has gained momentum; for example, activities under Objectives 4 and 5 finally got under way. At the same time, some new challenges emerged, but these were an opportunity for the program to learn and adapt.

With more than 20 DAILs and multiple directorates, distance management remains a challenge. Monitoring activities and staff, dealing with local government officials, and handling workplace issues all become more difficult if there is no CBCMP-II staff presence. The program addressed some of these challenges by putting in place detailed activity plans for staff in remote locations. The program also began sending staff “improvement letters” that identify problem areas and indicate measures to improve performance. This structured performance management approach has led to improved delivery in the field.

During the reporting period, CBCMP-II began random monitoring of DAILs and directorates and increased the number of visits by project staff, including the COP and DCOPs. The program continues to use a Google+ group to monitor staff activities and encourage a “one program” approach. Program staff across the country use the platform to share regular updates, discuss administrative matters, and review lessons learned. The CBCMP-II Google+ community is also emerging as a robust source for photos and success stories by identifying positive changes and solutions.

Hiring prepared and qualified professionals for MAIL through the CBR Program remains a major challenge, since there are too many institutions—and therefore too many conflicting interests—involved in the recruitment process. As a result, only 12 out of 331 CBR positions were filled to date. MAIL has decided to fill Grades 3 and 4, which attract less controversy. One possible solution would be to transfer more recruitment responsibilities to the line ministries from the Civil Service Commission.

Poor security remains another challenge for CBCMP-II. For example, MAIL perimeter security leaves much to be desired, and CBCMP-II commissioned a security assessment for the MAIL campus with recommendations to improve security. The program is in the process of implementing those recommendations to create a safer and more secure workplace. All administrative staff have been moved off the ministry campus and into the Q Kabul Hotel to reduce the CBCMP-II footprint at MAIL. The overall deterioration in security has made it more difficult for expatriate staff to maintain regular working hours at MAIL. We have established a small office at the Q Kabul to enable staff to work as effectively as possible, but ideally, program staff would like to work at ministry to enable regular contact with MAIL employees. Local program staff and CMSs continue to work as normal, and the impact on program activities was mitigated.

PROGRAM MANAGEMENT AND ADMINISTRATION

The beginning of the reporting period saw the mobilization of a rapid home-office startup team consisting of Program Director Chad Ford and Program Associate John Troup. Among their startup tasks were securing lodging at the Q-Kabul Hotel and Business Complex, arranging for office space large enough to accommodate program and technical staff at MAIL, and hiring administrative (finance, procurement, human resources) and technical (senior managers for Objectives 1 through 5, M&E, gender) staff. Mr. Troup drafted program manuals that have been continuously used and occasionally updated as needed. He also established bank accounts and handled other administrative issues. Mr. Ford led staff hiring, organized the program kick-off meeting, and facilitated the year one work planning.

In October 2015, newly hired program manager Christian Klein, along with his ICMA counterpart, Eva Travers, led a home office visit to assist with reporting, baseline assessment, and proper implementation of HR and procurement policies and procedures. This would be the first of several home office visits in which the program manager, director, or associate would travel to the field office to conduct midterm

assessments of progress toward the work plan, or to create new management mechanisms, such as the price verification mechanism, proposed in February, and enacted in April 2015. After identifying a gap in the program's ability to independently verify prices in advance of purchase for items commonly procured, CBCMP-II contracted an independent entity to provide price verification services to ensure that U.S. taxpayer money is not subjected to waste, fraud, or abuse. This is a common risk in conflict or post-conflict countries such as Afghanistan. The additional service has worked well to date.

Home-office M&E and communications directors also traveled to the field to lend support to their field team counterparts, and in some cases, fill in for them before they were hired or in between personnel changes. Home-office M&E Director Angela Wasson was instrumental in coordinating the alignment of program goals with USAID indicators in September 2015 and Communications Director Lisa Chensvold played a key role in producing the last quarterly report and ensuring a smooth transition between Mr. Willcox and Ms. Cosic.

VEGA sent its representatives to provide oversight and support on two occasions, once in December when VEGA's director for programs, Peter Saling came to assess program implementation, identify challenges, and evaluate program responsiveness to donor priorities. The second visit was in August with their president and CEO Mike Deal, accompanied IESC President Tom Miller to meet with high-level USAID and MAIL officials to discuss the strategic direction of CBCMP-II.

Personnel

CBCMP-II launched with Herschel Weeks as COP. He had been COP at the end of the first phase of the program, but once start-up was complete, Mr. Weeks left the program in January for personal reasons and was quickly replaced (with no time gap) by former program COP Brian Rudert. DCOPs Noor Seddiq and Anant Singh also continued in their roles as public financial management and institutional capacity building leads, respectively. Mr. Singh left the program in at the end of June and his replacement will be hired in the first quarter of year two. To aid this transition, the program empowered the two CCN senior manager technical leads, promoting them to director level, which reflected a higher level of responsibilities; one is currently acting-DCOP for institutional capacity building, until Mr. Singh's replacement is on board.

Tom Willcox and Lutfiya Farhodova served as directors of communication and M&E respectively. Both left in late June and were replaced in early August by Andja Cosic and Patricia Henao. Program associate Marissa Germain joined the CBCMP-II home-office team in January, and supported the team's administrative functions in Kabul from July to September 2015. Chad Ford and Christian Klein remain in their home office management positions.